



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Sara L. Hensley
Jose Obregon

**SUBJECT: REGIONAL AND
NEIGHBORHOOD PARKS
MAINTENANCE SERVICE
DELIVERY MODEL INFORMATION**

DATE: May 25, 2004

Approved

/s/

Date

5/28/04

PURPOSE

During the 2004-2005 Proposed Operating Budget Study Sessions Council requested additional information on the current status of discussions between Parks, Recreation and Neighborhood Services (PRNS) and General Services (GSD) Departments on consolidation of neighborhood and regional park maintenance services.

BACKGROUND

In the mid 1990's when neighborhood park maintenance was assigned to the General Services Department, a Memorandum of Understanding (MOU) was developed that describes the role and responsibilities of both departments, the services provided by GSD park maintenance, and the levels of authority and independent decision making of each. Over time, due to changes in staffing levels and the growth of the inventory, both parties agree that the park maintenance service delivery structure needs to be evaluated and revised in order to maximize the efficient use of resources.

Mutual goals of this effort are:

- Have a customer-focused service delivery system where park operations is linked with maintenance
- Ensure park maintenance is aligned with the parks capital improvement program
- Best utilize our limited (and diminishing) resources
- Protect the City's park assets
- Make decisions on how to best maintain a growing park system without the introduction of additional resources

ANALYSIS

Our discussions have yielded agreement on two models:

- Combine into a single department – this model captures efficiencies with regard to travel time, better coordination of maintenance services, offers the opportunity to re-prioritize maintenance tasks as needed, and it aligns accountability with the authority to direct resources.
- Hybrid option – this model would re-allocate resources between PRNS and GSD by placing Central Services in GSD as these are most efficiently performed by a maintenance organization. These services include:
 - large scale turf mowing and management
 - irrigation repair and management
 - play apparatus inspection and repairs
 - municipal pools and interactive water feature maintenance and repair
 - centrally managed Alternate Work Program
 - large scale weed abatement.

Decentralized and locally focused services would be placed in PRNS and these include:

- Health and safety inspections
- Litter removal
- Restroom cleaning
- Small scale mowing and turf management
- Picnic area preparations
- Ball field preparation and maintenance
- Graffiti abatement in parks
- Site specific management of Alternate Work Program

Park Consolidation Work Plan

The three priority areas staff is focusing on are:

- Refine the two service delivery models, compare each against current resources and a growing inventory, and determine which model is the most efficient and effective in service delivery
- Define and establish new maintenance standards for the park system to be included in the MOU and to be implemented in the organizational model selected, taking into account available resources.
- Revise the MOU to include defined process(es) to develop budget strategies, operational impacts, and aligned maintenance standards with the available resources and implement a customer survey process.

Staff will return to Council in August with a status report on this effort.

HONORABLE MAYOR AND CITY COUNCIL

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Subject: Regional and Neighborhood Parks Maintenance-Service Delivery Model Information

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/s/

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/s/

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